



CLASSIFIED EMPLOYEE PERFORMANCE PAY PROGRAM

***June, 2001
Rev. March, 2002
Rev. June, 2004
Rev. November, 2004
Rev. February, 2005***

**TRINIDAD STATE JUNIOR COLLEGE
PERFORMANCE PAY PROGRAM**

<u>Outline</u>	<u>Page No.</u>
1. Overview	
▪ Basic Philosophy/Purpose	1
▪ Guiding Principles Used In Designing The Program	1
▪ Who Assisted In The Design Of The Program	1
2. Performance Planning	
• Planning for All Employees	1
• Evaluation Period	1
▪ Evaluation Tool	1
▪ Determining Duties, Goals/Objectives, Expectations	1
▪ Responsibility of Program for Both Supervisor and Employee	1
▪ Coaching /Feedback	1
▪ Final Evaluation	1
▪ Failure to Complete Evaluation	
▪ Review of Evaluation by Higher Supervisor	1
3. Budget Allocation/Adjustment Distribution	2
▪ First Year Transition	2
▪ Allocation	2
▪ Performance Salary Adjustments	2
▪ Pay Out of Base and Non-Base Building Adjustments	3
▪ Type of Performance Salary Adjustment	3
▪ Timing of Adjustment Payments (Base And Non-Base)	3
▪ Non-Cash Awards	3
▪ Notification of Adjustments	3
4. Dispute Resolution Process	Attchmt. B
• Guidelines	Attchmt. B
• Informal	Attchmt. B
• Formal	Attchmt. B
5. Training	3
6. Program Evaluation	4
• Means Of Annually Reviewing And Changing The Program	4
7. Personnel Actions/Determinations of Salary	4
8. Definitions of Frequently Used Words and Phrases	6
9. Definitions of Different Performance Levels	7-8
10. Attachments	
• TJSC Performance Planning/Evaluation Form	Attchmt. A
• Dispute Resolution Draft Plan	Attchmt. B

TRINIDAD STATE JUNIOR COLLEGE
CLASSIFIED PERFORMANCE PAY PROGRAM AND PROCEDURES

OVERVIEW AND PURPOSE:

The purpose of this program is to implement the State of Colorado Performance Pay System at Trinidad State Junior College and promote employee excellence at Trinidad State Junior College. This program was developed using guidance from Department of Personnel and Administration and Community Colleges of Colorado and input from a working group of classified employees. This program will require employees and supervisors to work collaboratively on performance planning and evaluation.

PERFORMANCE PLANNING:

PLANNING FOR ALL EMPLOYEES:

All supervisors are responsible for completing the planning phase of the evaluation process within thirty (30) work days of the beginning of the evaluation period. Supervisors of new employees are responsible for completing the planning phase of the evaluation process within thirty (30) work days of hire. A concerted effort will be made on the part of all supervisors to align employee plans to goals and objectives of Trinidad State Junior College.

EVALUATION PERIOD:

All employees will be evaluated using the 12-month period from April 1st to March 31st. All progress review sessions must be completed and submitted to Administrative Services by October 15th of each year. All year-end evaluations must be completed and submitted to Administrative Services by April 15th of each year. All evaluations will be placed in each individual personnel file for record keeping purposes.

EVALUATION TOOL:

All employees will be evaluated using the Performance Planning/Evaluation Form. (See Attachment A). It is the responsibility of both supervisor and employee to complete all three (3) phases of the evaluation process including planning, progress review, and the year-end evaluation. This includes determining major job duties, goals, and expectations. The progress review phase should be used to provide documentation of coaching and feedback between the employee and the supervisor. This will allow the employee and supervisor to communicate regarding performance expectations and goal completion. Coaching and feedback should be continuous throughout the evaluation period. Multi-source assessment processes, when possible, should be considered when evaluating employees.

Supervisors shall have a provision in their own performance plans that measures and evaluates the effectiveness of performance management of their respective employees. Absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the department's established timelines results in a corrective action and ineligibility for a performance award. If the individual performance plan or evaluation is not completed within 30 days of the corrective action, the rater must be disciplinarily suspended in increments of one workweek following pre-disciplinary meeting. Statute provides, in addition, that if any evaluations are not completed by July 1, supervisor may be demoted. If failure to evaluation by July 1 happens for two consecutive years, supervisor shall be demoted to non-supervisory position. If a plan and/or evaluation is not completed in a timely manner, responsibility for completion of the plan is with the next level supervisor and shall continue up the chain of command (to the President of the College) until the plan and/or rating is completed as required by law. If supervisor fails to rate an employee then a default rating of "fully competent" shall be given until the employee is given a final evaluation.

If an employee moves to another appointing authority or department during a performance cycle, an interim overall evaluation shall be completed and delivered to the new appointing authority or department.

REVIEW OF EVALUATION BY HIGHER LEVEL:

Higher-level supervisor must review the supervisor's evaluation of the employee's performance before the evaluation is given to the employee, as required in the Performance Planning/Evaluation Form (Attachment A) and monitor the quality and consistency of performance ratings within the agency before final overall ratings are provided to employee.

BUDGET ALLOCATION AND ADJUSTMENT DISTRIBUTION:

ALLOCATION:

The merit pool will be calculated based on a figure or formula provided by State Board for Community Colleges and Occupational Education (SBCCOE), Community Colleges of Colorado (CC of C), Joint Budget Committee (JBC), or the appropriate regulatory agency. Beginning July 1, 2004, prior to the payment of annual performance salary adjustments, the State Personnel Director shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding. The President will determine performance salary adjustment percentage for each rating level that falls within the parameters set by the State Personnel Director's published ranges. If the President decides to provide varying performance salary adjustments for employees rated at the same rating level, the President will publish the minimum common criteria for distinguishing performance salary adjustments in advance. Source of funds (e.g., cash or general) method of funding (e.g., appropriate or memorandum of understanding), and length of state service shall not be criteria.

PERFORMANCE SALARY ADJUSTMENTS:

Annual performance salary adjustments are based on the overall evaluation at the end of the performance cycle. Teamwork may be measured as a component of an individual's performance plan and adjustments (base and non-base) proportioned accordingly. Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established. Statewide Uniform core competencies (communication, interpersonal skills, customer service, accountability and job knowledge) cannot be disregarded in the final rating for each employee.

- *Needs Improvement rating (Level One):*
Employee is not eligible for any type of performance salary adjustment. A "Needs Improvement" rating will result in a corrective action.

- *Fully Competent rating (Level Two):*
A "Fully Competent" employee with a base salary below range maximum is eligible for a percentage increase.

The adjustment will be base building but cannot exceed range maximum. If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.

If base salary is at or above range maximum, the employee is not eligible for any monetary performance salary adjustment for the year, however, may be eligible for non-cash awards.

Exceeds Expectations (Level Three)-

An "Exceeds Expectations" employee with base salary below range maximum is eligible for a percentage increase.

The performance salary adjustment will be base building but cannot exceed range maximum. If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.

If base salary is at or above range maximum, the employee is not eligible for any monetary performance salary adjustment for the year, however, may be eligible for non-cash awards.

Meritorious (Level Four)-

The meritorious level is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment.

A "Meritorious" employee with base salary below range maximum is eligible for a percentage increase.

The performance salary adjustment to base pay shall not exceed the grade maximum. If base salary is at range maximum, the employee is eligible for a non-base building monetary performance salary adjustment up to the maximum percentage established annually by the State Personnel Director or designee and published in the Total Compensation Survey. Any portion of the adjustment amount that exceeds grade maximum shall be paid as a one-time lump sum in the July payroll.

Only meritorious ratings are eligible for non-base building monetary adjustments above range maximum.

Adjustment payouts for new hires shall be prorated from the date of hire.

TYPE OF PERFORMANCE SALARY ADJUSTMENT

The type of adjustment shall be consistent for all classified employees whose salaries are below the pay range maximum for their class. Base building adjustments are permanent and paid as regular salary.

TIMING OF ADJUSTMENT PAYMENTS:

- Base building adjustments will be spread evenly over the adjustment period beginning with the first pay period of the new fiscal year. All performance salary adjustments are effective on July 1. The employee must be employed on July 1 to receive payment of an adjustment. The employee's current department as of July 1 is responsible for payment of the adjustment.
- Non-base building adjustments must be re-earned annually.
 1. Meritorious only
 2. Paid as a one-time lump sum in the July Payroll
- Eligible employees not receiving cash awards may receive the following:
 - Paid leave time
 1. 8 hours - Fully Competent
 2. 12 hours - Exceeds Expectations
 3. 16 hours - Meritorious

Supervisors are encouraged to consider non-cash awards in recognizing employee performance. In addition to paid leave time, other examples of non-cash awards are letters of recognition placed in employee's personnel files, articles about the employee in the Colleges newspaper or bulletin, time off work to attend a class, workshops or conferences, professional development seminars, etc. Non-cash awards may be given out at any time regardless of position in pay range. Non-cash awards are not calculated in the total amount of awards.

An employee granted an annual performance salary adjustment shall not be denied the adjustment because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle.

NOTIFICATION OF ADJUSTMENTS:

Notice of adjustments will be provided to the employee at the completion of all evaluations and subsequent dispute resolutions.

DISPUTE RESOLUTION PROCESS:

Trinidad State Junior College is governed by the Community Colleges of Colorado's Dispute Resolution Process for Classified Employees (Attachment C).

TRAINING:

Training is required for Trinidad State Junior College supervisors to ensure that performance criteria relates appropriately to individual jobs, that the measurements accurately reflect performance requirements, and that employees received sufficient performance feedback to meet or exceed organizational requirements and expectations.

TRAINING AND COMMUNICATION:

All employees and supervisors have been trained on the Colorado Performance Pay System by a professional trainer in 1999. Training efforts have been coordinated with Department of Personnel and Administration Training Division and other Community Colleges in our System. Trinidad State Junior College will continue to provide mandatory training to both employees and supervisors to keep current on the plan. Employees will be informed of the plan from meetings, training, and email communication.

Performance Pay Program training will be periodically conducted by TSJC's Human Resource Coordinator on an as-needed basis. All supervisors have received a training manual and a VHS tape entitled CPPS Supervisor Training. The Office of Human Resource Services is currently training new and existing supervisors on an as-needed basis and available upon request. Information regarding the Performance Pay Program is also included in new employee orientation. Trinidad State Junior College has incorporated Performance Management Training and training on the Performance Pay Program for Classified Employees as a mandatory training for all employees affected by performance based pay.

Classified Staff shall be represented by Classified Senate.

PROGRAM EVALUATION:

The Performance Pay Program will be evaluated and may be modified as needed. Recommendations from employees and/or supervisors using the program shall be reviewed by a working group of classified employees and supervisors. Final recommendations will be submitted by Classified Senate to Vice President of Administrative Services and President.

NOTE: THIS SECTION NOT REQUIRED AS PART OF THE PERFORMANCE PAY PROGRAM. THE GUIDELINES IN THIS SECTION HAVE BEEN APPROVED BY TRINIDAD STATE JUNIOR COLLEGE'S PRESIDENT.

PERSONNEL ACTIONS/DETERMINATION OF SALARY:

NEW HIRE:

- New hires, those hired in to the State Personnel System and not State Personnel System Employees who transfer or promote in from another State agency, will be hired at the minimum pay range.
- In rare circumstances, where there is a bona fide recruitment difficulty due to the base pay rate, new hires may be hired above the minimum pay range. Any pay rate above the minimum pay range must be justified in writing and approved by the Vice President of Administrative Services and President. Internal equity (ie. location in the range of current employees, impact on morale of others, etc.) must be taken into consideration when making such justification.

REINSTATEMENT:

- A certified employee who has separated from their position in good standing may be eligible for reinstatement, if a vacancy exists.
- The Vice President of Administrative Services and President may set the base salary at any amount, which may equal or exceed minimum range but cannot exceed range maximum for that particular class. Justification must be in writing and approved by the Vice President of Administrative Services and President.

LATERAL MOVEMENT/TRANSFER:

- Is defined as a move or reclassification to a job that has the same range maximum.
- Pay rate will be equal to employee's current pay.

PROMOTION:

- Is defined as a move or reclassification to a job for which the new pay range has a higher range maximum than the current pay range.
- Supervisor must place employee at 10% above current pay or at the minimum of new class, whichever is higher.

DEMOTION:

- Is defined as a move or reclassification to a position in which the new range maximum is lower than the current range maximum.
- There are four types of demotions:
 - Reclassification
 - 1) The position reclassified is based on the work performed.
 - 2) Pay must be set at current level or the maximum of the new range, whichever is lower. If pay rate exceeds maximum of new range then Saved Pay Rules apply in accordance with State Personnel Rules. (See example below.)

- Involuntary Demotion (as a result of individual desk audit or system maintenance study)
 - 1) Pay must be set at current level or the maximum of the new range, whichever is lower. If pay rate exceeds maximum of new range then Saved Pay Rules apply in accordance with State Personnel Rules. (See example below.)
 - Voluntary Demotion (at employee's request)
 - 1) With the approval of Vice President of Administrative Services and President, supervisor may leave the employee at the current pay rate, not to exceed the range maximum of the new class or they may reduce the current pay up to 10%. If pay rate exceeds range maximum, then Saved Pay Rules apply in accordance with State Personnel Rules. (See example below.)
 - 2) Vice President of Administrative Services and President must authorize a reduction in current pay of greater than 10%.
 - 3) New pay rate may not exceed maximum of new pay range.
 - Disciplinary Demotion
 - 1) Employee will receive a 10% cut in pay or be placed at range maximum of the new pay range, whichever is lower.
- Saved Pay – if the new rate falls at a point beyond the range maximum, that rate shall be frozen until the first opportunity that does not cause a reduction in pay. However, under no circumstance shall base pay remain above the range maximum after three years from the action, even if it results in a reduction in pay.
- Example:
- Admin. Assistant II is currently making \$2294 per month.
 - She/he voluntarily demotes to an Admin. Assistant I.
 - The maximum pay range of the Admin. Assistant I range is \$2145.
 - At this point, saved pay takes effect.
 - If over the course of the next three years the salary survey does not increase the range to a level which brings the AA I's salary back to the Range Maximum, the salary will automatically be adjusted to the Range Maximum, even if it results in a loss in pay.
 - Each situation must be looked at on an individual basis. Circumstances of each will determine the correct action according to the State Personnel Rules.

RE-EMPLOYMENT:

- Applies to laid off employees on a reemployment list.
- Employee shall be hired at the same pay rate that was in effect at the time of layoff or minimum range, whichever is higher, including Saved Pay in accordance with State Personnel Rules.

PAY DIFFERENTIALS:

- Signing and referral bonuses must be non-base building adjustments and granted in rare circumstances where there is a bonafide recruitment difficulty due to the base pay rate. Any pay rate above the minimum rate must be justified in writing and approved by the Vice President of Administrative Services and President.
- Compression adjustment and matching pay may be either a base building or a non-base building adjustment and shall apply in rare circumstances where there is a bonafide recruitment difficulty due to the base pay rate. Justification must be in writing and approved by the Vice President of Administrative Services and President.
- Acting bonus may be granted for acting assignments where the employee is formally designated to assume the full set of duties of a higher level position for a period longer than 20 working days and less than 6 months. Acting bonus must be a non-base building adjustment. Justification must be in writing and approved by the Vice President of Administrative Services and President.

DEFINITIONS OF FREQUENTLY USED WORDS AND PHRASES

ACTING BONUS- a one-time non-base building monetary adjustment for acting assignments where the employee assumes the full set of duties of a higher level position for a period longer than 20 working days and less than 6 months.

BASE BUILDING ADJUSTMENT- a monetary adjustment added to base pay.

BASE PAY – salary, excluding any premium pay (ie. shift differential, call back, on call. etc.), paid on a fixed, non-variable basis.

COMPRESSION ADJUSTMENT- used to bring the salaries of lower paid similarly classified closer to the salaries of the higher paid similarly classified employees.

MATCHING PAY- used to counter offer a verified job offer.

NON-BASE BUILDING ADJUSTMENT- a monetary adjustment that will not be added to base pay and must be earned annually.

NON-CASH AWARD – a non-payroll award that is given based on performance.

OCCUPATIONAL GROUPS – a group of classes engaged in the same kind of occupational work.

PAY RANGE – the spread of salaries between minimum and maximum rates for a specific class. A pay range is established based on the annual Total Compensation Survey. The scale of pay ranges varies by occupational groups.

PERFORMANCE SALARY ADJUSTMENT – for those under Performance Pay Program, any amount adjusted annually for fully competent, exceeds expectations or meritorious. Adjustments may be base or non-base building and monetary or non-cash.

RANGE MAXIMUM- highest base pay amount allowed in a pay range.

RANGE MINIMUM- lowest base pay amount allowed in a pay range.

RECLASSIFICATION - is defined as a move to a job for which the new pay range has a higher or lower range maximum than the current pay range.

REFERRAL BONUS- a one-time adjustment for current employees who refer people who are subsequently hired when there are recruitment difficulties.

SAVED PAY - temporary means of maintaining current base pay during certain situations that accommodate base pay amounts above the maximum range. (See example given on Page 5).

SIGNING BONUS- a one-time adjustment used to attract new employees into state jobs when there are recruitment difficulties.

DEFINITION OF PERFORMANCE LEVELS – Employee must consistently meet all categories reflected under each performance level to qualify for that rating.

The Director's Administrative Procedure P-6-1 (G) requires that the State Personnel Director define the performance rating levels and publish these standard definitions in written directives. These definitions are intended as a framework and guide for your evaluation process and for distinguishing the levels of performance within your organizational culture. Your department or institution's Performance Pay Program and rating forms are required to contain these standard definitions.

Definition of Level 4

This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

Definition of Level 3

This rating level encompasses the accomplished performers who consistently exhibit the desired competencies effectively and independently while frequently exceeding expectations, standards, requirements, and objectives of the job assigned. Their work has a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Definition of Level 2

This rating level encompasses a range of expected performance. It includes those employees who exhibit competency in the work behaviors, skills, and assignments for the job as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

Definition of Level 1

This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Marginal performance requires substantial monitoring to achieve consistent completion of work , and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position.